MULTIMEDIA UNIVERSITY

STUDENT IDENTIFICATION NO

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FINAL EXAMINATION

TRIMESTER 2, 2019 / 2020

BMG3024 – CROSS CULTURAL MANAGEMENT

(All Groups/Sections)

13th March 2020
9 a.m-11a.m
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consist of **Four** pages (including the cover page).

2. Answer **ALL** questions. The marks distributions are given in parentheses.

3. Write all your answers in the **Answer Booklet** provided.

Section A-Case Study (40 Marks)
Answer ALL Questions

YouTube LLC: Going Global by Acting Local

On May 7, 2008, the world's largest online video community, YouTube, LLC (YouTube), announced the launch of its Indian site (YouTube.co.in). "We are very excited to bring a local version of YouTube to India considering the passion of users here for music and entertainment. For a culture that is steeped both in video and in storytelling, and where everyone has a voice- YouTube India will not only offer Indian users more relevant content but also provide a platform to share India's unique and divers culture and lifestyle with the largest online video community in the world." said Steve Chen (Chen), chief technology officer (CTP) and co-founder of YouTube. The launch of the site did not come as a surprise considering the growing popularity of online social networking and video sharing sites in India. Moreover, there had been speculation of an imminent launch of a localized YouTube site ever since late 2007, when the company had bought the domain names YouTube in and YouTube.co.in.

YouTube a video sharing website where users can upload videos and share video clips, is headquartered in San Bruno, California, USA. The company was founded in early 2005 by three employers of PayPal Inc. Chen, Chad Hurley (who was the CEO as of 2008), and Jawed Karim. The site was launched in November 2006 with funding from venture capital firm Sequoia Capital. In October 2006, Google Inc. (Google) announced that it would acquire YouTube for USSI.0.5 billion in Google stock and the deal came through the following month. YouTube then began operating as a subsidiary of Google. Though the company was yet to become profitable as of early 2008, analysts felt its user-base was growing rapidly. For instance, its user-base was increasing by around 200,000 every month as of early 2008.

With the launch of YouTube India, India became the 20th country in which YouTube had launched a localized site. The site contained local features such as promoted videos, featured videos, and homepage promotions, localized user interface and help center, user support and community feature. While the site had all the You Tube content, it was being customized to feature top Indian content. The site was initially to be in English, but was expected to expand in feature in future to include some Indian languages as well. Sakina Arsiwala, International Manager, YouTube, said, "YouTube India would allow users to create and share videos, discover the most popular and relevant videos in India and connect with other Indian and global users. Over time YouTube India will benefit from an entirely local experience highlighting and featuring the content and functionality most desired by the Indian users. She also added that the site was very user-friendly and users could upload their videos quite easily.
While YouTube had globally entered into various partnerships with content providers such as BBC, CHS, NBA, Sony Music Group, The Sundance Channel, Universal Music Group, Warner Music Group, etc., it had also struck deals with Eros Entertainment, the

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International Indian Film Academy (HFA), India TV, Krishcricket, Ministry of Tourism(Government of India), NDTV, Rajshri Films, UTV, Zoom TV, etc. in India for providing India-specific content. The Company said it was committed to protecting the intellectual property rights (IPRs) of content upload on the site and of protecting users against objectionable content. The company said that it used digital hash technology for copyright protection. This technology made it very difficult for others to copy and reload the same content.

The mid-2000s witnessed a trend of a section of youth in India increasingly becoming attracted to online social networking sites and video sharing sites. In fact, Google's social networking site Orkut had witnessed sound growth in India and was the most popular social networking site in the country. According to the company, YouTube too had developed a good following and India was one of the top 15 countries in terms of growth. However, it had encountered some problems as well. For instance, a local music label in India had sued YouTube for hosting its product. Orkut too had been at the receiving end of criticism from fundamentalist groups regarding its content.

YouTube expected to expand its user-base in India in a big way in the future by forging partnerships with various other companies and providing an offering that would suit the local tastes and preferences of the Indian users. Once the user-base increased, the company planned to sell customized advertising on the site. Analysts expected the competition from the Indian Internet space to heat up with major Internet companies such as Google and Yahoo! Inc. trying to expand their user-base in the country by providing more local content. However, the global companies operating in this space would face competition from a number of Indian portals offering local content that had mushroomed in the recent years, they said.

Source: International Management Managing Across Borders and Cultures-Helen Deresky, Prentice Hall-7th edition. PP-241-243.

Answer All Questions:

1. Do a SWOT analysis of YouTube in India. **(10 Marks)**

2. Assess YouTube's growth through alliances and partnerships. **(10 Marks)**

3. Assess the company's localizing strategy. Do you recommend that YouTube localize when entering other countries? **(10 Marks)**

4. What are the problems YouTube is experiencing in India? **(10 Marks)**

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SECTION B (60 MARKS)
Answer ALL questions.

Question 1

a) Write short notes on macro political risk, micro political risk, dependency and hedging **(10 Marks)**

b) As incidents of terrorism accelerate around the world, many multinational companies are increasingly aware of the need to manage the risk of terrorism. Identify any five techniques used by companies to manage the risk of terrorism. **(10 Marks)**

Question 2

a) Every society has cultural subsystems that influence people and their behaviour. Explain Kinship, Religion, Health systems and Education system. **(10 Marks)**

b) Describe Hofstede's value dimensions namely Power distance, Uncertainty avoidance, Individualism and Masculinity. **(10 Marks)**

Question 3

a) Write short notes on Kinesic behavior, Occulesics, Paralanguage and Material culture. **(10 Marks)**

b) Negotiation is the process of discussion by which two or more parties aim for mutually acceptable agreement. Explain the first two stages of negotiation namely the preparation and relationship building. **(10 Marks)**

End of Paper